



Strategic Plan

2010-2015

Keeping California Safe

MESSAGE FROM THE SECRETARY

I am pleased to present the California Emergency Management Agency's (Cal EMA) *2010-2015 Strategic Plan*. The *2010-2015 Strategic Plan* outlines the vision, mission, values, goals and objectives critical to protecting lives and property in the Golden State.

Our vision of a safe and resilient California relies on strong, cohesive leadership and meaningful partnerships. Protecting lives and property in the most populous, diverse state in the nation is not an easy task, but by enlisting, entrusting, empowering and encouraging our state and local partners, I am confident we shall succeed in our goal of safe and resilient communities.

With a population of 38 million people, countless state and national critical infrastructure and key resources, significant occurrences of fires, floods and earthquakes, and a diverse and multi-cultural citizenry, California represents an environment at substantial risk to disasters. Since all incidents are local, we must build capabilities from the ground up.

We must leverage existing resources and expertise to identify current threat and risk environments and to ensure our first responders have the best tools and training to prevent, protect, respond to, and recover from all events, both natural and intentional. We must also establish meaningful partnerships with federal, state, tribal and local entities, as well as with the private sector and individual citizens, to:

1. Prevent criminal activity and protect our state and critical infrastructure from all hazards.
2. Strengthen California's ability to mitigate, plan, and prepare for disasters, emergencies, and terrorist events;
3. Effectively respond to and quickly recover from both intentional and natural disasters;
4. Streamline the delivery and investment of homeland security and emergency management funding; and
5. Strengthen and unify Cal EMA's operations and management to increase operational efficiency and effectiveness.

In the past years, we have made significant progress and achieved a number of objectives that continue to make California a better place to live, work and thrive. I am confident that this *2010-2015 Strategic Plan* will serve as a roadmap to carry us into the future.

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I. Executive Overview

Vision

To enhance safety and preparedness in California through strong leadership, collaboration and meaningful partnerships.

Mission

Protect lives and property by effectively preparing for, preventing, responding to and recovering from all threats, crimes, hazards and emergencies.

Core Values

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| Duty: | We will maintain the highest ethical and professional standards in carrying out the duties and responsibilities entrusted to us. Honesty and integrity will be the hallmark of Cal EMA and be conveyed, internally and externally, through word – as well as deed. |
| Respect: | We will build and value meaningful partnerships and embrace diversity. Teamwork will be encouraged to enlist and empower employees to offer original perspectives to homeland security and emergency management challenges. |
| Commitment: | Through an all-hazards approach, we will create a safe and prepared California with strong leadership and meaningful partnerships. |

Guiding Principles

Enlist, entrust and empower our partners and customers

Through dynamic and integrated leadership, identify and address the needs of our partners and customers while building a strong collaborative culture and enhanced mutual aid system.

Excellence in communication

Continue to build upon our capacity to inform the public, provide accurate, real-time communications for coordination of resources and situational awareness.

Responsibility and accountability

Invest in, streamline and manage key programs, resources and services to provide integrated and timely assistance and coordination, while promoting innovation and holding ourselves and others accountable for results.

Competency

Build upon our standing as a national leader in emergency management, homeland security and public safety programs by attaining the knowledge and skills of a world- class and respected organization.

Invest in people

Foster an environment that promotes professional growth and a sustained workforce by providing the best training, equipment and technology to support employee missions.

Innovation and best practices

Leverage best business practices, existing resources and expertise, and innovative technologies to maximize mission capabilities.

Strategic Goals

1. Enhance prevention and detection capabilities to protect our state and critical infrastructure from all hazards.
2. Strengthen California's ability to plan, prepare for and mitigate disasters, emergencies, and terrorist events.
3. Effectively respond to and quickly recover from both intentional and natural disasters.
4. Streamline the delivery and investment of homeland security and emergency management funding.
5. Strengthen and unify Cal EMA's operations and management to increase operational efficiency and effectiveness.

STRATEGIC GOALS AND OBJECTIVES

1. Enhance prevention and detection capabilities to protect our state and critical infrastructure from all hazards.

Objective 1.1

Strengthen information sharing and collaboration among all levels of government, private industry, nongovernmental and community-based organizations.

Enhance the State Terrorism Threat Assessment System by strengthening relationships with federal, state, local and private sector partners. Expand the Terrorism Liaison Officer Network and provide these first preventers with the best tools and training. Provide state-wide strategic assessments of the current and emerging risks, as well as adversarial capabilities, throughout California. Identify and share best practices and innovative technologies to enhance the analytical capabilities of our state and local partners.

Objective 1.2

Implement the California critical infrastructure protection program.

Implement the California critical infrastructure protection program and its concepts by allocating funding for critical infrastructure protection and providing a forum in which to coordinate efforts amongst the federal government and private owners/operators. Continue collaboration with the Department of Homeland Security (DHS) to ensure that security measures at high-risk facilities, systems and assets - to include our cyber infrastructure - are in place.

Objective 1.3

Strengthen our ability to identify and counter emerging threats.

Enact policies and build programs that support our statewide ability to develop and deploy strategies and technologies aimed at the prevention of and protection from emerging threats, to include: the ability to detect, and ultimately counter, chemical, biological, radiological, nuclear and explosive (CBRNE) devices. Engage in activities that include: the development of plans, evaluation of mass-gathering facilities, exercises, assessment of critical infrastructure and allocation of funds based on risk.

Objective 1.4

Strengthen the capacity of Cal EMA's public safety and criminal justice programs to serve customers statewide. Enhance law enforcement and victim services programs.

Invest in and manage key programs, resources and services to provide integrated and timely assistance and coordination by enhancing law enforcement and victim services programs. Support local and state government efforts to ensure public health and safety, by developing, fostering and maintaining working relationships with Agency taskforces, councils and coalitions to achieve public-safety and criminal-justice objectives.

Objective 1.5

Institutionalize hazard identification, risk assessment, and hazard-mitigation planning to reduce vulnerability and provide effective tools for planning, preparedness and recovery.

Reduce vulnerability and provide tools for effective emergency management by identifying and targeting investments that reduce risk, developing after action and improvement plan reports following disasters and training exercises, participating in catastrophic disaster planning actions and developing a statewide approach to facilitating and coordinating recovery efforts.

STRATEGIC GOALS AND OBJECTIVES

2. Strengthen California's ability to plan, prepare for and mitigate disasters, emergencies and terrorist events.

Objective 2.1

Enhance state and regional operational capabilities and readiness.

Enhance the capabilities of Cal EMA staff through training and exercises to include credentialing and the development of EOC teams. Ensure that the Warning Center, Regional Emergency Operations Centers and the State Operational Center facilities are modernized. Continue to improve the Emergency Management, Law Enforcement and Fire and Rescue, mutual aid systems through workshops, revised guidelines and plans and support of key partner agencies.

Objective 2.2

Strengthen planning for both intentional and natural disasters.

Improve capabilities through the full Implementation of the National Incident Management System (NIMS), the National Response Framework (NRF), and the use of emergency technologies. In coordination with the State Emergency Plan (SEP), establish multi-agency coordination groups to develop emergency function capabilities, address key emergency functions for catastrophic events, and ensure the development of the Emergency Function Annex. Develop supporting plans to address all-hazards prevention and preparedness, while providing the necessary support for conducting state and regional exercises.

Objective 2.3

Encourage citizen preparedness while integrating the needs of vulnerable populations.

Provide education regarding the hazards facing Californians, the role of the emergency-management community and what to expect when a disaster occurs. Through these efforts, incorporate the needs of vulnerable populations into early-warning notification systems, care and shelter plans, emergency response activities, prevention and planning efforts, transportation and evacuation plans, exercises and other emergency-related measures. Additionally, work to create community resource listings, citizen emergency plans, statewide exercises to assess citizen preparedness and community recovery plans. Provide tools and guidance to help prepare citizens for disasters

Objective 2.4

Provide tools to develop and maintain continuity plans for both the private and public sector.

Provide integrated and timely assistance and coordination by developing and maintaining continuity plans on a statewide basis. Develop and exercise state continuity plans, and provide continuity guidance, templates and training for all partners.

Objective 2.5

Enhance agriculture food systems and animal health preparedness.

Continue partnership and collaboration with the California Department of Food and Agriculture, the California Department of Public Health, state, local and private stakeholders to defend and protect our agriculture and food systems which supply our State and Nation against accidental or intentional contamination and natural disasters.

Objective 2.6

Expand statewide training and exercises across all mission areas, while enhancing professional training for emergency management and homeland security disciplines.

We will promote professional growth and a sustained workforce by enhancing professional training for emergency management and homeland security disciplines. This will include working with the Commission on Peace Officer Standard and Training (POST) and other professional organizations to develop public safety courses. Build and certify curricula for academic development, providing college credit - for bachelor and master degree programs, and making disaster and public administration related training available to staff.

Objective 2.7

Enhance resource management through implementation of the California Metrics project.

Continue the state and national effort to develop a common structure and nomenclature for the inventory and assessment of emergency resources and capabilities. The Metrics project will enhance our resource management efforts through the development and implementation of a multi-disciplinary resource database to inventory, support and coordinate disaster and response capabilities across the State. Continuing to support and build public/private partnerships.

STRATEGIC GOALS AND OBJECTIVES

3. Effectively respond to and quickly recover from both intentional and natural disasters.

Objective 3.1

Institutionalize Recovery Planning

Enhance our ability to mitigate the effects associated with large scale events through the planning of recovery efforts in advance of any disaster. This will have a direct impact on our ability to recover quickly and to resume normal business practices. Effective planning will ensure that we continue to pre-position the appropriate resources in anticipation of events.

Objective 3.2

Strengthen statewide, national and international mutual-assistance compacts.

Strengthen statewide, national and international mutual-assistance compacts. Work with various partners to develop new systems and agreements and provide exercises to strengthen existing compacts. In addition, create a forum for the exchange of information and best practices to further facilitate the development of mutual-assistance relationships and agreements.

Objective 3.3

Provide guidance and support for enhancing primary and alternate Emergency Operations Centers (EOCs) to increase regional readiness.

Increase regional readiness by enhancing primary and alternate EOCs. Relevant activities include providing statewide exercises to enable participants to assess the functions of their EOCs and ensuring that all emergency facilities are appropriately equipped and that all reference resources are accurate and current. Develop a mobile command and control capability, and enhance our planning efforts with the Federal Emergency Management Agency to establish Joint Field Office operations.

Objective 3.4

Expand the Standardized Emergency Management System (SEMS) to ensure inclusion of all customer groups.

Work with California Volunteers to assist in citizen emergency planning and preparedness capabilities. In addition, continue to support public/private partnerships to include better utilization of the private sector, non-government organizations and volunteers in disaster planning and response and enhancing selected components of SEMS through a statewide exercise series.

Objective 3.5

Strengthen alert and warning systems to ensure the delivery of clear and consistent public information.

Strengthen alert and warning systems by utilizing innovative and reliable technologies to improve current systems. Refine policies and procedures to ensure the communication needs of diverse and at-risk populations are met and develop relationships with other local, state agency/and private partners to strengthen Cal EMA's ability to provide all citizens with notice of an impending disaster. Use tools such as videos and social media outlets to provide real-time, coordinated emergency information to educate and inform the public about Cal EMA's mission, provide disaster-related resource information, and to improve overall information gathering and dissemination.

Objective 3.6

Enhance Geographic Information system (GIS) and information-mapping capabilities.

Provide accurate, real-time communications by enhancing GIS and information-mapping capabilities. Activities to this end include replacing and implementing data servers that support mapping tools, developing a reference library for maps, providing situational awareness and modeling tools, and generating maps.

Objective 3.7

Strengthen operable and interoperable communications.

Enhance operable and interoperable communications through the assessment of tactical interoperable communication plans, investment in communications infrastructures, improvement of interoperability and the enhancement of existing systems.

STRATEGIC GOALS AND OBJECTIVES

4. Streamline the delivery and investment of homeland security and emergency management funding.

Objective 4.1

Streamline grant application and approval processes

In collaboration with our state and local partners, identify processes to improve the application and approval process for homeland security and emergency management grant programs. Educate policy makers on unduly burdensome federal requirements and the benefits of providing more flexibility to our state and local partners. Reduce, wherever possible, growth of overly bureaucratic requirements that do not enhance operational effectiveness.

Objective 4.2

Provide technical assistance and resources to customers.

Provide technical assistance and resources such as the distribution of funds, establishment of programs, creations of networks and the development of plans and strategies.

Objective 4.3

Ensure transparency and accountability

Invest in training and technology to enhance the transparency and accountability of investments.

STRATEGIC GOALS AND OBJECTIVES

5. Strengthen and unify Cal EMA's operations and management to increase operational efficiency and effectiveness

Objective 5.1

Develop and implement Agency retention plans.

Foster an environment that promotes professional growth and a sustained workforce by developing a workforce retention and succession plan to ensure essential competencies exist and are sustainable.

Objective 5.2

Increase organizational opportunities for learning and professional growth.

Increase organizational opportunities for professional growth and development by providing training, information sharing, continuous professional education, and performance evaluations. In addition, provide the necessary support, tools and resources to enable Cal EMA staff to conduct their work in a pleasant working environment

Objective 5.3

Coordinate and align California's emergency management planning efforts to achieve overall consistency.

Enhance operational efficiency through effective planning and management of key initiatives, assets and resources. Achieve consistency by producing and maintaining mandated reports, assisting other agencies and organizations in emergency management planning efforts, and following standard document-control procedures. Agency efforts to this end include developing consistent project management, enhancing emergency-management programs, coordinating services and resources with local and federal government agencies, and effectively managing reference and resource plans and materials.

Objective 5.4

Develop networks for identifying and sharing lessons learned and best practices.

Develop networks for soliciting and sharing best practices by including accurate and timely compilation of after-action issues and effective corrective-action reports. Provide staff with procedures to effectively perform job responsibilities.